

National Boss Day Presentation

Presented by



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to the Huntsville Chapter of the
International Association of Administrative Professionals

Why do we celebrate National Boss Day?

- A positive working relationship between management and employees is one of the most important elements of job satisfaction.
- Today's managers are less likely to tell subordinates what to do and how to do it, and more likely to be responsible for developing the skills and decision-making capabilities of those who report to them. "The boss" often is both coach and a member of the work team.
- National Boss Day provides not only an opportunity to recognize great bosses, but also to improve the relationship between employees and supervisors.

Why do we celebrate National Boss Day?

- “Because I’m the boss, and I say so!”



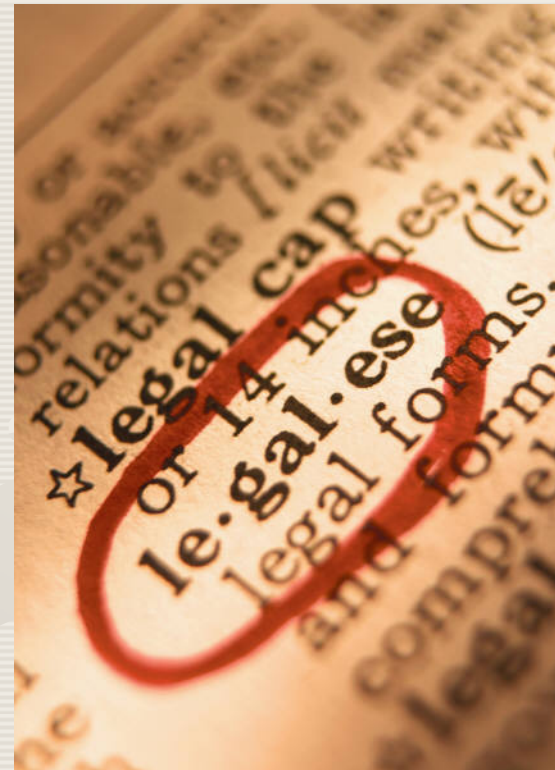
Changing Workplace Dynamics



- Old “employment at will” paradigm is gone
- What was acceptable 40 years ago when I entered workforce is not acceptable now
- Today employees do not expect to spend a career with just one (or even two or three) companies

Challenges Facing Management

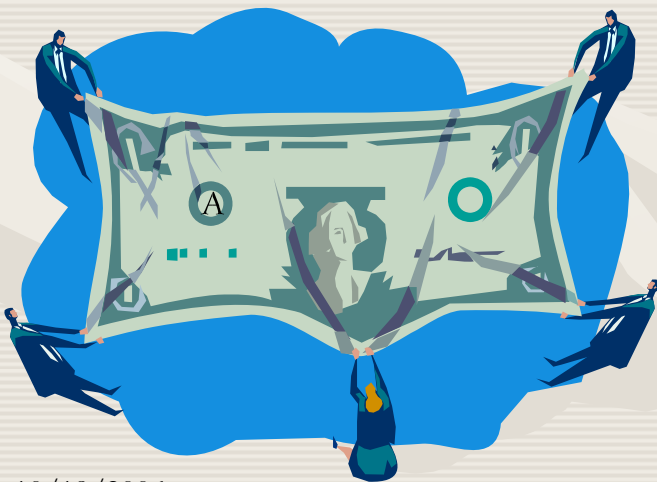
- Very litigious society
- Much more bound by rules and legislation than we used to be
 - ADA
 - NLRB decisions
 - FLSA
 - Court decisions on sexual/racial discrimination or harassment



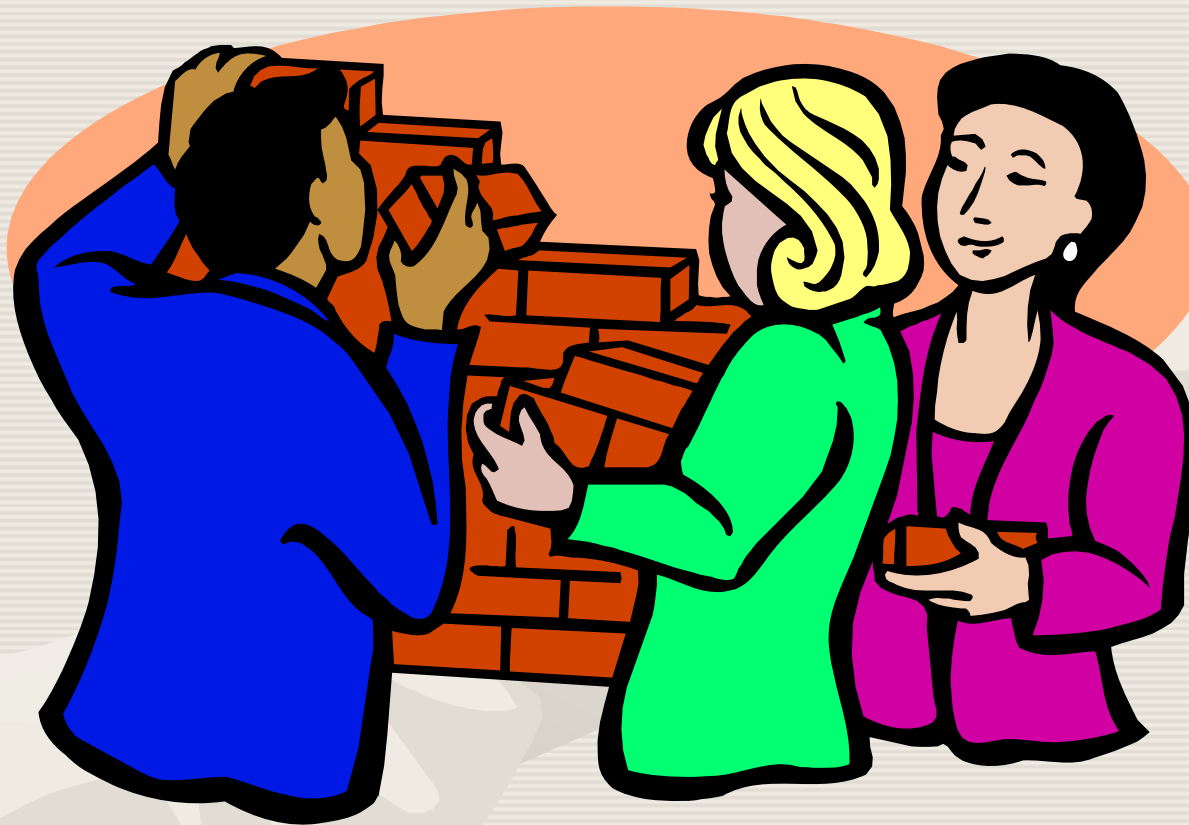
Challenges Facing Management



- External Factors for Companies
 - Foreign competition
 - Cheap, high quality manual labor
 - Cheap, high quality professional labor
- External Factors for Local Government
 - Very constrained revenues
 - High expectations with limited means to respond



Building Blocks for Positive Working Relationships



Respect

- Take care of your employees. Remember, they are the ones who do the work—not you. Your organizational success and management effectiveness depend on them.
- Managers are not too exalted to do anything (make their own copies, etc.)
 - Good managers should never, ever make someone fetch coffee or do menial or personal errands for them (you can ask as a favor)
- Never ask subordinates to do something you haven't done or won't do

Communicate

- Provide substantive, useful information, and do it regularly
- Facilitate communication with and among employees
- Don't waste employees' time with large, regularly-scheduled meetings to disseminate information that has no relevance to the group as a whole
 - Make good communication part of daily workplace interactions
 - Focus on sharing relevant information in the appropriate setting
- Basic communication is an eight-step process
 - Listen, listen, listen, talk
 - Listen, listen, listen, talk

Plan/Organize

- A primary role for a manager is to provide a vision and goals for the organization
 - The vision and goals provide success measures
 - The organizational structure of the group is developed to focus the group's efforts to meet the vision and goals



Prioritize

- Small things matter—often more than big things
- Pay attention to detail, but don't let trivia bog everyone down
- Learn to pay attention to employee feedback and adjust priorities accordingly
- Provide clear direction & vision; then enable subordinates to manage their own priorities

Delegate

- When I assumed command of an air defense artillery battery, I was told, “You may be the commander and have the final say, but let your warrants and senior NCO’s run the show, and you’ll be okay.”
- Allow decisions to be made by those best able to make them, from entry-level to senior management
- I delegate with a vengeance
 - Upside: unloads me and pushes decisions down to most knowledgeable person
 - Downside: sometimes lower level personnel lack big picture

Empower

- Part of true delegation is empowerment
- Employees generally want to do a good job. A manager's job is to help them do that by
 - Providing direction and motivation
 - Furnishing the right resources and tools
 - Clearing obstacles and administrivia out of the way

Train

- Provide your AP (and all employees) with opportunities to acquire tools to enhance job skills
- Some people are happy where they are and some want to advance. Training helps both: makes contented employees more productive and helps hungry employees get ahead
- Occasionally ask or allow employees to work outside their usual job limits or comfort zone



Encourage

NOTICE

Floggings will continue until
morale improves

- Employees can do very well under adverse conditions if everyone is in it together
- Let people know you appreciate their efforts.
 - Sincere words of praise often mean more than money or other tangible rewards.
- Give credit where credit is due
 - Always give the organization credit for accomplishments unless you have done something truly unique

Trust

- Trust freely, but use good judgment
- Foster trust among employees
 - Never charge subordinates with “spying on” or otherwise undermining one another’s work
 - Show respect for your employees’ privacy & insist that they do the same; discourage interoffice gossip
- Abuse of trust is a serious breach of faith
- Most important: Trust must go both ways for an organization to work effectively

Conclusion

- Thank you for the opportunity to speak to you today